



MEMORANDUM

Agenda Item No. 11(A)(1)

TO: Honorable Chairperson & Members
Board of County Commissioners

DATE: June 3, 2003

FROM: Steve Shiver
County Manager

SUBJECT: Resolution Approving the
Strategic Planning
Community Goals,
Strategies and Key
Outcomes

RECOMMENDATION

It is recommended that the Board approve the attached resolution adopting the service delivery goals, strategies and key outcomes that comprise the strategic plan for Miami-Dade County. These will guide our business planning efforts and provide an evaluation tool for the future.

BACKGROUND

I am extremely pleased to submit for approval Miami-Dade County's first ever Strategic Plan community goals and key strategic outcomes. On January 23, 2001, the Board of County Commissioners approved Resolution No. R-47-01, authorizing the development of a strategic planning process for Miami-Dade County. Developing the community goals, key outcomes, supporting strategies and preliminary performance measures has been an intensive effort for Miami-Dade County government.

The first phase of our Strategic Planning project focused on the development of broad community statements that captured collective aspirations for our future. The community outreach process included interviews with elected officials, open community workshops, focus groups in Commission Districts, and community surveys, as well as employee focus groups and surveys, all promoted using the statement: *The People's Vision: the County's Mission*. We identified the trends and events that may impact our ability to provide or improve services as well as the strengths and weakness of our County government to meet these challenges. We used the results of our outreach efforts, employee feedback, input from Board members, survey research and feedback from department directors, my senior staff and other executive staff to develop Miami-Dade County's first ever Mission Statement, set of Guiding Principles and Priority Strategic Themes, endorsed by the Board in May 2002.

A proposed vision statement was also presented to the Board in May 2002 to reflect the community's priorities: Quality of Life Services – Diversity – Proactive and Progressive Government- Positive Role of Government in the Community – Natural Resources (Sun/Sea/Paradise). At that time the Board provided additional input that the proposed vision statement must address the uniqueness of Miami-Dade County including its cultural assimilation, and role as a cultural diversity leader. Following are the vision statement proposed last year and alternatives to reflect the uniqueness of Miami-Dade County.

Vision Statement Presented to BCC May 2002

"Miami-Dade County: Building a great community in which to live, work, learn, and play."

Additional Potential Vision Statements

Between the Bay and the Glades, a place the world calls home

A home in the sun at the crossroads of the Americas

The approved vision statement for Miami-Dade County government should reflect our best possible future and be brief and memorable; inspiring and challenging; appealing; descriptive of future service levels; and enduring. I request your thoughts and input in finalizing a vision for our County. Although the vision statement remains to be finalized, the community priorities for the vision statement were used to guide the strategic planning initiative.

Through further outreach culminating in a large community event last summer, we built on the County's mission statement and strategic themes to develop priorities in six comprehensive areas of service delivered by our government. Each service delivery area defines goals with key intended outcomes, strategies for achieving those, and preliminary measures by which we can gauge our success. The priority outcomes for each strategic area as abbreviated below provide our community's "evaluation yardstick" for the future.

- **Economic Development:** targeted industries - job skills - low and moderate income homeownership - coordinated economic development - community involvement - technical and management capacity - infrastructure and redevelopment - customer friendly to entities doing business with the County
- **Health and Human Services:** reduced rate of uninsured - transportation access - child care - intervention & prevention - basic education & skills - healthier community - affordable and special housing - customer service - reduction in unmet needs
- **Neighborhood and Unincorporated Area Municipal Services:** urban infill & decreased sprawl - protection of viable agricultural and environmentally-sensitive lands - community design - strengthened bond with community - access to information & services - code compliance & remediation - neighborhood and right-of-way aesthetics - neighborhood roadways, sidewalks, drainage & reduced flooding
- **Public Safety:** facilities and resources - reduced response time - reduction in property loss and destruction - Homeland Security - strengthened Juvenile Assessment Center - information availability & involvement
- **Recreation and Culture:** well maintained facilities & assets - high quality green space - more programs and services to meet varied needs - coordination - customer service - facilities located where needed - reduction in unmet needs - awareness & access

- Transportation: integrated land use development – roadway level-of-service - successful implementation of The People's Transportation Plan - ports' movement of people, baggage & cargo

Attachment I provides an overview of the elements of the County's strategic plan and shows how these elements link together. The community goals and priority outcomes for the Countywide Strategic Plan are presented in Attachment II. Attachment III provides the more detailed strategic area mission statements, supporting strategies and preliminary performance measures for each of the service delivery areas.

As we move forward, the following factors will be critical to successful implementation of the plan

- We need to finalize our common vision reflecting these priorities;
- Our entire organization needs to fully embrace these priorities, including the supporting *enabling strategies* from our internal support departments;
- We need to continue to refine the preliminary performance measures so that we can be accountable in reporting our progress to the community.

Working together, I believe that our organization can truly deliver on our promise of the *People's Vision: The County's Mission*.

Attachments



MEMORANDUM

(Revised)

TO: Honorable Chairperson and Members
Board of County Commissioners

DATE: June 3, 2003

FROM: Robert A. Ginsburg
County Attorney

SUBJECT: Agenda Item No. 11(A)(1)

Please note any items checked.

- ☐ "4-Day Rule" ("3-Day Rule" for committees) applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Bid waiver requiring County Manager's written recommendation
- ☐ Ordinance creating a new board requires detailed County Manager's report for public hearing
- ☐ Housekeeping item (no policy decision required)
- ☐ No committee review

Approved _____ Mayor

Veto _____

Override _____

Agenda Item No. 11(A)(1)
6-3-03

**OFFICIAL FILE COPY
CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
DADE COUNTY, FLORIDA**

RESOLUTION NO. R-664-03

**RESOLUTION ADOPTING COUNTYWIDE COMMUNITY
GOALS, STRATEGIES AND KEY OUTCOMES FOR MIAMI-
DADE COUNTY GOVERNMENT**

WHEREAS, on January 23, 2001, the Board approved Resolution R-47-01 endorsing the development of a strategic planning process and a strategic plan for Miami-Dade County; and

WHEREAS, on May 21, 2002, the Board approved Resolution R-524-02 endorsing Miami-Dade County government's first ever Mission Statement, a set of Guiding Principles, and priority Strategic Themes; and

WHEREAS, strategic plans supporting the Mission Statement and priority Strategic Themes have been developed for six comprehensive areas of service delivered by Miami-Dade County that contain strategic area mission statements, goals, key outcomes, strategies and preliminary performance measures for Economic Development, Health and Human Services, Neighborhood and Unincorporated Area Municipal Services, Public Safety, Recreation and Culture, and Transportation services; and

WHEREAS, these strategic area service delivery outcomes have been integrated into a set of priority outcomes for Miami-Dade County government; and

WHEREAS, on April 8, 2003 the Board approved Ordinance 03-65 relating to budgeting and directing the County Manager to develop and implement a performance based program review,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that this Board adopts the community goals, priority outcomes and supporting implementation strategies for Miami-Dade County as outlined in the accompanying memorandum from the County Manager, a copy of which is incorporated by reference, and directs the County Manager to further refine the related performance objectives and develop a supporting Enabling Strategies Plan for the County's internal support functions.

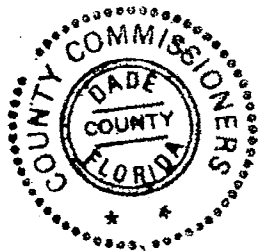
The foregoing resolution was offered by Commissioner **Jose "Pepe" Diaz**, who moved its adoption. The motion was seconded by Commissioner **Katy Sorenson** and upon being put to a vote, the vote was as follows:

6

Bruno A. Barreiro	aye	Dr. Barbara Carey-Shuler	aye
Jose "Pepe" Diaz	aye	Betty T. Ferguson	absent
Sally A. Heyman	aye	Joe A. Martinez	absent
Jimmy L. Morales	aye	Dennis C. Moss	absent
Dorrin D. Rolle	aye	Natacha Seijas	absent
Katy Sorenson	aye	Rebeca Sosa	aye

Sen. Javier D. Souto aye

The Chairperson thereupon declared the resolution duly passed and adopted this 3rd day of June, 2003. This resolution shall become effective ten (10) days after the date of its adoption unless vetoed by the Mayor, and if vetoed, shall become effective only upon an override by this Board.



MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF COUNTY
COMMISSIONERS

HARVEY RUVIN, CLERK

Approved by County Attorney as
to form and legal sufficiency. GKS
Gerald K. Sanchez

By: KAY SULLIVAN
Deputy Clerk

Miami-Dade County Strategic Plan Summary

Mission

Delivering excellent public services that address our community's needs and enhance our quality of life

Strategic Themes

fiscally responsible and stable - quality of life for all - safety and quality of neighborhoods - technology, innovation, access, and information - planning for land use, transportation and growth - a health economy - transportation - environment - cooperation and coordination

STRATEGIC AREAS OF SERVICE DELIVERY

Economic Development

Health and Human Services

Neighborhood & Unincorporated Area Municipal Services

Public Safety

Recreation and Culture

Transportation

Strategic Area Missions -Link to Countywide mission

Goals - Where do we want to be?

Strategies - How do we get there?

PRIORITY OUTCOMES & OBJECTIVES

- * targeted industries
- * job skills
- * low and moderate income home ownership
- * coordinated economic development
- * community involvement
- * organizations with technical and management capacity
- * infrastructure and redevelopment
- * customer friendly to entities doing business with County

- * reduced rate of uninsured
- * transportation access
- * child care
- * intervention and prevention
- * basic education and skills
- * healthier community
- * affordable and special needs housing
- * customer service
- * reduction in unmet needs

- * urban infill and decreased sprawl
- * protection of viable agricultural and environmentally-sensitive lands
- * community design
- * strengthened bond with community
- * access to information and services
- * well trained, customer friendly
- * compliance and remediation
- * neighborhood and rights-of-way aesthetics
- * neighborhood roadways, sidewalks, drainage & reduced flooding

- * facilities and resources
- * reduced response time
- * reduction in property loss and destruction
- * Homeland Security
- * strengthened Juvenile Assessment Center
- * information availability & involvement

- * well maintained, safe facilities & assets
- * high quality green space
- * more programs and services for varied needs
- * coordination
- * customer service
- * facilities located where needed
- * reduction in unmet needs
- * awareness and access

- * integrated land use development
- * roadway level-of-service
- * successful implementation of The People's Transportation Plan (reduced wait time - convenient and clean - improved access - safe and reliable - expanded bus and rail - management & oversight)
- * ports movement of people, baggage & cargo



**MIAMI-DADE COUNTY
STRATEGIC PLAN**

**COMMUNITY GOALS AND PRIORITY OUTCOMES
JUNE 2003**

Our Mission: Delivering excellent public services that address our community's needs and enhance our quality of life

ECONOMIC DEVELOPMENT GOALS

- **Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas**
- **Lead the coordination of economic development activities throughout Miami-Dade County**
- **Expand entrepreneurial development opportunities within Miami-Dade County**
- **Create a more business-friendly environment in Miami-Dade County**

Priority Key Outcomes

- Increased number of businesses and employment opportunities in higher-paying, targeted industries
- Increased number of county residents with the job skills to achieve economic self-sufficiency
- Increased number of low to moderate income homeowners
- Coordinated and effective economic and community development programs
- Proactive involvement of communities in economic development efforts
- Organizations empowered with the technical and management capacity to succeed
- Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas
- Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County

Our Mission: Delivering excellent public services that address our community's needs and enhance our quality of life

HEALTH AND HUMAN SERVICES GOALS

- **Eliminate barriers to care**
- **Improve the future of Miami-Dade County's children and youth**
- **Promote independent living through early intervention and support services**
- **Provide adequate, quality, and affordable housing equitably throughout Miami-Dade County**
- **Ensure high quality standard of care and customer service Countywide**
- **Ensure universal access to timely and accurate service information and community resources**
- **Develop positive relationships among all groups to promote unity in Miami-Dade County**

Priority Key Outcomes

- Reduced rate of uninsured Countywide
- Improved public transportation to health and human services facilities throughout Miami-Dade County
- Increased access to and quality of child care facilities
- Increased culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth and their families
- Young adults with basic education, skills, and values
- Healthier community
- Increased availability of affordable and special needs housing
- Improved customer service and care in health and human services
- Reduction of health and human service unmet needs



Our Mission: Delivering excellent public services that address our community's needs and enhance our quality of life

NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES GOALS

- **Provide efficient, consistent, and appropriate growth management, urban planning, and transportation development services**
- **Empower the community by increasing communication and coordination with local, state, and federal entities**
- **Use consistent, fair and effective means to achieve code compliance**
- **Enact programs to beautify and improve urban and residential areas**
- **Promote responsible stewardship of natural resources and unique community environments**
- **Provide timely and reliable public infrastructure services including road maintenance, storm water, solid waste and wastewater management, and a safe and clean water delivery system consistent with the Comprehensive Development Master Plan (CDMP)**

Priority Key Outcomes

- Increased urban infill development and decreased urban sprawl
- Protection of viable agriculture and environmentally-sensitive land
- Improved community design
- Strengthened bond between the community and Miami-Dade County government
- Improved community access to information and services
- Well-trained, customer-friendly county government workforce
- Resident and business voluntary compliance with county codes
- Timely identification and remediation of nuisances, including unsafe structures
- Neighborhood and rights-of-way aesthetics that foster and enhance quality of life
- Improved neighborhood roadways, sidewalks, drainage, and reduced flooding



Our Mission: Delivering excellent public services that address our community's needs and enhance our quality of life

PUBLIC SAFETY GOALS

- **Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future**
- **Provide comprehensive and humane programs for crime prevention, treatment and rehabilitation**
- **Improve the quality of service delivery through commitment to ongoing employee training**
- **Strengthen the bond between the public safety departments and the community**
- **Improve public safety through the use of community planning and the enforcement of quality of life issues**

Priority Key Outcomes

- Public safety facilities and resources built and maintained to meet needs
- Reduced response time
- Reduction in property loss and destruction
- Improved Homeland Security Preparedness
- Strengthened Juvenile Assessment Center
- Increased community awareness of information resources and involvement opportunities



Our Mission: Delivering excellent public services that address our community's needs and enhance our quality of life

RECREATION AND CULTURE GOALS

- **Establish easily accessible, diverse and enjoyable programs, services, places and facilities to meet our community's unique and growing needs**
- **Secure and invest additional public and private resources to improve and expand programs, services and facilities**
- **Increase participation in and awareness of programs, services and facilities**
- **Develop lifelong learning and professional development opportunities through education, outreach and training partnerships**

Priority Key Outcomes

- Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork
- Available and high quality green space throughout the County
- More cultural, recreational and library programs and services available to address varied community interests and educational needs
- Coordination of existing cultural, recreational and library programs and services and comprehensive development of new experiences and opportunities
- Quality customer service at all recreational, cultural and library facilities
- Cultural, recreational and library places and facilities located where needed throughout the County
- Reduction in unmet recreational, cultural and library needs
- Expanded awareness of and access to cultural, recreational and library programs and services



Our Mission: Delivering excellent public services that address our community's needs and enhance our quality of life

TRANSPORTATION GOALS

- **Encourage and promote innovative solutions to transportation challenges, including incentive plans**
- **Maximize the use and efficiency of the existing transportation system on a neighborhood, county and regional basis**
- **Improve mass transit along major corridors and between major origin and destination locations**
- **Enhance the ease of movement of people and goods to, from and through the airport, the seaport, and other centers through new and improved inter-modal linkages**
- **Educate the community regarding transportation issues and opportunities**
- **Promote improved mobility of people and commerce to capitalize on South Florida's advantages**

Priority Key Outcomes

- More integrated land-use development to decrease dependence on automobiles
- Improved level-of-service on major roadway corridors
- Successful implementation of the People's Transportation Plan, including
 - Minimum wait time for transit passengers
 - Convenient, clean transit passenger facilities and vehicles
 - Improved accessibility to transit facilities and bus stops
 - Safe and reliable transit facilities and vehicles
 - Dramatic improvement in the level of bus service
 - Expanded rapid transit service along all major corridors
 - Effective management and oversight of dedicated transit funds
- Seamless movement of people, baggage and cargo between Seaport and Airport
- Adequate capacity to meet existing and future demand levels for passengers and cargo at the ports
- Enhanced customer service, convenience, and security at every level of contact with the ports



ATTACHMENT III

SUPPORTING STRATEGIC AREA MISSION STATEMENTS, STRATEGIES AND PRELIMINARY PERFORMANCE MEASURES

APRIL 2003

Economic Development		
<p align="center">Mission Statement</p> <p><i>"To expand and further diversify Miami-Dade County's economy and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents."</i></p>		
DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/ KEY PERFORMANCE INDICATOR(S)
Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)	<ul style="list-style-type: none"> ▪ Provide and enhance performance-based incentives to local targeted industries. ▪ Provide relief from impact and permit fees and postpone fee payment until loan closing for those projects that meet job creation, business development, and industry selective criteria as specified by the County. ▪ Coordinate with the Beacon Council & other agencies to promote growth in targeted industries (including coordination with Greater Miami Convention and Visitors Bureau on updating the tourism master plan) 	<ul style="list-style-type: none"> ▪ New businesses and jobs related to incentives / coordinated effort to promote growth in T.I.s (refine with the Beacon Council)
Increased number of county residents with the job skills to achieve economic self-sufficiency (priority outcome)	<ul style="list-style-type: none"> ▪ Coordinate with Health and Human Services Strategic Area to expand community employment training programs, including effective training programs for youth ▪ Expand community employment training programs ▪ Enhance services to low income residents seeking to achieve economic self-sufficiency ▪ Compile comprehensive report on all youth employment and entrepreneurship programs for annual distribution at MDCPS ▪ Establish County links to online job banks ▪ Coordinate with private enterprise to maximize opportunities in the private sector 	<ul style="list-style-type: none"> ▪ 75% successful placement of training program participants in employment within three years ▪ 500 more youths participating in employment and entrepreneurship programs within 2 years ▪ Ten (10) percent of low income residents seeking to achieve economic self-sufficiency remaining self-sufficient, in accordance with Community Service Block Grant (CSBG) guidelines, after five (5) years

Increased number of low to moderate income homeowners (priority outcome)	<ul style="list-style-type: none"> ▪ Continue providing low interest loans, down payments and closing cost assistance to low and moderate income home buyers ▪ Continue to provide low interest construction financing and incentives to developers of affordable housing ▪ Continue partnerships with local lenders and intermediaries to facilitate homeownership opportunities for low and moderate income homebuyers and protect these buyers against predatory lending practices ▪ Pursue additional revenue sources to fund the County's affordable housing programs 	<ul style="list-style-type: none"> ▪ 500 new loans to low and moderate income persons closed per year
Increased international commerce	<ul style="list-style-type: none"> ▪ Enhance and maintain the physical infrastructure to facilitate increased cargo movements through our ports (Coordinate with Transportation Strategic Area) ▪ Coordinate with Airport and Seaport to promote international commerce through Sister Cities programs, etc. ▪ Coordinate promotional strategies for Miami-Dade County with the Beacon Council ▪ Provide incentives to businesses to pursue international commerce 	<ul style="list-style-type: none"> ▪ 20% increase in international cargo tonnage over 4 years
Identification of emerging targeted industries	<ul style="list-style-type: none"> ▪ Conduct periodic reviews to identify additional appropriate targeted industries ▪ Coordinate with State and Federal agencies to develop assistance/programs to access jobs related to Everglades restoration 	<ul style="list-style-type: none"> ▪ Increase in number of jobs related to Everglades and other environmental restoration projects
Greater cultural appeal of Miami-Dade County for businesses	<ul style="list-style-type: none"> ▪ Create a capacity to attract national and international recreational and cultural events ▪ Identify and promote cultural and recreational events and programs that make an area attractive to businesses 	<ul style="list-style-type: none"> ▪ 80% of businesses rating Miami-Dade County as a culturally attractive area within 3 years
Resource maximization based on leveraging federal, state and other funds	<ul style="list-style-type: none"> ▪ Better coordinate economic development grant writing and appropriations across County departments to leverage resources ▪ Coordinate communication with and education of elected officials at all levels 	<ul style="list-style-type: none"> ▪ 5% annual increase in number of new dollars generated for economic development programs
Enhanced public reporting regarding funded activities	<ul style="list-style-type: none"> ▪ Improve communication to the public regarding all economic development target area/focus area programs ▪ Strengthen performance standards and monitoring for funded activities 	<ul style="list-style-type: none"> ▪ 100% of programs with published evaluation systems within 3 years
Improved access to capital for small and minority businesses linked to meaningful technical assistance	<ul style="list-style-type: none"> ▪ Establish comprehensive approach to link training and technical assistance to financing for small and minority businesses ▪ Coordinate loan and venture capital programs that are structured to address requirements of small and medium size businesses, with emphasis on equity ▪ Establish micro and small business mentorship program linked to the Greater Miami Chamber of Commerce 	<ul style="list-style-type: none"> ▪ 40% of businesses trained subsequently receiving funding within 3 years

Coordinated and effective economic and community development programs (priority outcome)	<ul style="list-style-type: none"> Consolidate economic development planning into one unified, proactive structure Establish system to track economic development plan implementation Establish public-private partnerships to promote economic development Coordinate and streamline internal fund distribution system Maximizing coordination with all municipalities, identify areas and industries where the County's assistance should be directed through a yearly review Distribute County funds based on pre-established criteria including agency performance 	<ul style="list-style-type: none"> Annual increase in number of economic and community development projects completed Annual increase in number of jobs created in the community from economic and community development projects 100% of funds distributed within programmatic budget cycle, within 3 years
Proactive involvement of communities in economic development efforts (priority outcome)	<ul style="list-style-type: none"> Liaise with local Community Development Coalitions Liaise with local municipal economic development departments Determine current and future potential business opportunities in neighborhoods and communities throughout the County Match identified needs with available resources Determine gaps that provide potential for business development 	<ul style="list-style-type: none"> 80% of residents satisfied with community involvement process within 2 years 100% of projects/programs having mechanism for community involvement within 3 years
Better informed clients served by various assistance programs	<ul style="list-style-type: none"> Require Community Development Corporations to provide consumer and credit education Provide consumer and credit education information on County television and web site Expand existing consumer education programs in County departments 	<ul style="list-style-type: none"> 20% increase in clients reached by consumer/credit education programs within 3 years
Maximization of living wage opportunities for all Miami-Dade County residents	<ul style="list-style-type: none"> Advocate among state, federal and municipal entities operating in Miami-Dade County for living wage standards, etc. Promote the benefits of living wages, etc. to the business community at large 	<ul style="list-style-type: none"> Increase in percentage of individuals earning a living wage in Miami-Dade County
Organizations empowered with the technical and management capacity to succeed (priority outcome)	<ul style="list-style-type: none"> Increase education, training and technical assistance programs to business organizations by enhancing the capacity of the enterprise community center to support the required education and training Develop the Enterprise Community Center as single point of contact for all business development and support Provide regular, ongoing workshops throughout the community Evaluate, rank and enhance the ability of County-funded agencies to meet education and training needs Promote the availability of education, training and technical assistance programs for business organizations Define minimum program requirements to provide basic entrepreneurial skills 	<ul style="list-style-type: none"> 20 existing and start-up businesses and agencies trained by the County per year that remain in business after two years

Increase in start-ups of new businesses	<ul style="list-style-type: none"> ▪ Evaluate new business incubator needs and determine criteria for promotion out of the program ▪ Promote incubators for new business development (space, management, etc.) regionally throughout the County 	<ul style="list-style-type: none"> ▪ 10 new incubated businesses that survive at least 2 years
Higher leveraging of County programs' financial resources with private sector financing	<ul style="list-style-type: none"> ▪ Enhance and promote County-driven loan guarantee programs that would contribute to reducing the financial risk to private sector financing entities 	<ul style="list-style-type: none"> ▪ 10% increase in the number and dollar amount of mortgage and business loans in minority and other at-risk communities
Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas (priority outcome)	<ul style="list-style-type: none"> ▪ Develop a Countywide infrastructure plan, including streets and highways, water and sewer capacity, drainage, fire flow and high technology with a focus on existing, identified economic development areas ▪ Identify necessary funding strategy to fully implement the plan ▪ Facilitate adequate supplies of residential, commercial and industrial land ▪ Identify and improve aesthetics in neglected areas (<i>Coordinate with Neighborhood and Unincorporated Area Municipal Services strategic area</i>) 	<ul style="list-style-type: none"> ▪ Development of Countywide infrastructure, land supply and affordable housing plan within one year
Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)	<ul style="list-style-type: none"> ▪ Use technology to provide ease of access ▪ Review existing regulations for bottlenecks ▪ Provide information and benchmarks to the community regarding the performance of County regulatory processes as compared to other jurisdictions ▪ Facilitate entities doing business with Miami-Dade County ▪ Implement customer service training for County economic development agencies ▪ Enhance access to business development services (e.g. certification, registration, licensing, etc.) at government facilities including Team Metro offices 	<ul style="list-style-type: none"> ▪ 80% of businesses satisfied or very satisfied with the County's business processes within 2 years

Health and Human Services		
<p style="text-align: center;">Mission Statement</p> <p style="text-align: center;"><i>“To improve the quality of life and promote maximum independence through the provision of health care, housing, and social and human services to those in need.”</i></p>		
DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/ KEY PERFORMANCE INDICATOR(S)
Reduced rate of uninsured Countywide (priority outcome)	<ul style="list-style-type: none"> ▪ Continue to develop communitywide outreach campaigns to target areas with large uninsured populations and continue enrolling eligible persons in existing programs ▪ Encourage other providers to provide outreach dollars and insurance through Health Flex Plans ▪ Encourage state and local governments to expand eligibility for Medicaid ▪ Encourage expansion of Title XII to include families and immigrant children ▪ Expand outreach to enroll residents in existing programs 	<ul style="list-style-type: none"> ▪ 20% reduction in rate of uninsured in Miami-Dade County within two years
Improved public transportation to health and human services facilities throughout Miami-Dade County (priority outcome)	<ul style="list-style-type: none"> ▪ Utilize recently-approved transit tax to fund expansion of transportation system with links to health care and social service facilities, particularly in South Miami-Dade County and to low income residents ▪ Ensure ADA compliance on transit routes ▪ Waive/reduce co-pay requirement for STS services and address current service gaps 	<ul style="list-style-type: none"> ▪ 90% of users of health and human services satisfied or very satisfied with transit access to health care
Increased access to and quality of child care facilities (priority outcome)	<ul style="list-style-type: none"> ▪ Expand the number of child care facilities ▪ Geographically distribute child care facilities in areas of need (with participation by Children’s Trust) ▪ Expand the number of nationally accredited child care facilities ▪ Improve training and expertise of teachers/staff involved in child care ▪ Educate parents/caregivers on the benefits of quality care and education 	<ul style="list-style-type: none"> ▪ Increase in number of child care facilities of <amount to be determined with Children’s Trust> in areas of need within 3 years ▪ 40% increase in number of child care facilities with national accreditation within 3 years

<p>Increased access to culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth and their families (priority outcome)</p> <p>Young adults with basic education, skills, and values (priority outcome)</p>	<ul style="list-style-type: none"> ▪ Coordinate with Recreation and Culture and Public Safety Strategic Areas to expand access to culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth and their families ▪ Provide parenting classes for parents/caregivers ▪ Expand resources for parents (counseling, extra-curricular activities, etc.) ▪ Coordinate with Children's Trust, Miami-Dade County Public Schools, etc. to enhance awareness of available services (relative caregiver program, parent hotline, etc.) ▪ Coordinate with Public Safety Strategic Area in expanding network of programs serving troubled youth by advocating for funding and ensuring non-duplication of services for this population 	<ul style="list-style-type: none"> ▪ 90% of users satisfied with accessibility to intervention/prevention services within 3 years ▪ 90% of users satisfied with available parenting/caregiver services within 3 years ▪ 30% increase in graduation rates
<p>Healthier community (priority outcome)</p>	<ul style="list-style-type: none"> ▪ Expand disease management at primary care centers ▪ Expand health education through outreach, with information linking residents to services and facilities ▪ Expand outreach efforts to educate the population regarding preventive care ▪ Pursue expansion of school based health care 	<ul style="list-style-type: none"> ▪ Pending from Public Health Trust – measure regarding community health status
<p>Increased access to full continuum of support services for people with disabilities</p>	<ul style="list-style-type: none"> ▪ Maintain and expand support services for people with disabilities through Jackson Health System, federally qualified health centers, Department of Health and community providers ▪ Coordinate with Transportation Strategic Area to improve access to and customer service for public and special transportation services for people with disabilities 	<ul style="list-style-type: none"> ▪ 90% of people with disabilities satisfied or very satisfied with service access within 3 years
<p>Increased access to full continuum of support services for targeted special populations, including sexual assault and domestic violence, immigrant and new entrant, mental health, homeless and displaced, substance abuse and recently-released inmate services</p>	<ul style="list-style-type: none"> ▪ Increase priority level in the allocation of funding to targeted special populations ▪ Develop specialized treatment facilities for dually diagnosed individuals, including housing options ▪ Expand mental health services at Locktowns facilities operated by Jackson Health System ▪ Pursue Crisis Intervention Team certification for all police officers ▪ Expand outreach efforts to immigrants and new entrants regarding available health and human services 	<ul style="list-style-type: none"> ▪ 5% reduction in re-institutionalization rates for the mentally ill, substance abusers, homeless and recently-released inmates over the next three years ▪ 90% of immigrants and new entrant service users satisfied with services provided within 3 years ▪ 90% of sexual assault and domestic violence victims/survivors satisfied or very satisfied with service access within 3 years

Greater number of elders able to live on their own	<ul style="list-style-type: none"> ▪ Expand home support services for elders ▪ Expand access to adult day care and other senior programs (e.g., case management, financial assistance, food programs, mental health services, etc.) for all geographic areas and ethnic groups ▪ Coordinate with Transportation Strategic Area to improve access to public and special transportation services for elders ▪ Coordinate with Economic Development and Public Safety Strategic Areas to provide consumer fraud protections for elders 	<ul style="list-style-type: none"> ▪ 80% of users very satisfied with access to elder services/services provided within 3 years
Increased availability of affordable and special needs housing (priority outcome)	<ul style="list-style-type: none"> ▪ Assess existing land use policies and building codes and identify affordable and special needs housing barriers ▪ Coordinate with affordable and special needs housing providers and County Planning and Zoning staff to review potential changes and their impact (e.g., land use density increases impact on the surrounding community, schools, etc.) ▪ Develop and implement a countywide policy for the equitable geographic distribution of affordable housing ▪ Ensure the habitability of existing housing for very-low, low and moderate income residents 	<ul style="list-style-type: none"> ▪ 10% increase in the number of affordable and special needs housing over the next 5 years
Greater portion of elderly residents able to stay in their homes and maintenance of existing housing units in Miami-Dade County	<ul style="list-style-type: none"> ▪ Continue providing low interest rehabilitation loans to elderly homeowners ▪ Identify and market programs that assist the elderly with housing maintenance ▪ Provide resources to assist the elderly in accessing programs ▪ Expand the availability of assisted living facilities in low income public housing 	<ul style="list-style-type: none"> ▪ 10% increase in the number of elderly homeowners served in one year ▪ 10% increase in the number of elderly users remaining in their homes within one year ▪ 200 new assisted living units in public housing within two years
Improved customer service and care in health and human services (priority outcome)	<ul style="list-style-type: none"> ▪ Develop and implement a training curriculum that addresses issues of professionalism, customer services, cultural and linguistic competence, etc. ▪ Establish uniform standards for service delivery including wait times, telephone responses, cleanliness of facilities, etc. ▪ Develop and implement uniform tools for customer service measurement, including promoting performance standards for all positions 	<ul style="list-style-type: none"> ▪ 90% of customers of the health and human services area satisfied or very satisfied with service delivery and customer care within 3 years

Reduction of health and human service unmet needs (priority outcome)	<ul style="list-style-type: none"> Enhance and expand interface and coordination between the County and other social services planning groups (such as the Alliance for Human Services, the Human Services Coalition, Youth Crime Task Force, etc.) to include joint prioritization of service needs and revenue development from County, federal, state, and private sources decisions in the funding/decision-making process priorities for CBO funding Continue to advocate at the state and federal level for additional health and human services funding Utilize a centralized planning approach to identify gaps in services and prioritize services that need dedicated sources of funding 	<ul style="list-style-type: none"> 90% of residents satisfied or very satisfied with availability of health and human services <target pending> dollars in unfunded needs met over a 5 year timeframe
Improved information accessibility regarding available health and human services	<ul style="list-style-type: none"> Create community-wide directory of resources/services for mass distribution Link County web pages to community resources web pages Create communications workgroup involving all County department public relations directors to develop coordinated media campaign Enhance County-wide information dissemination system to include service costs and funding allocations Expand direct linkages to vital services/resources information through a user friendly computer network 	<ul style="list-style-type: none"> 90% of residents expressing an opinion satisfied or very satisfied with information availability and accessibility within three years
Increased utilization of available health and human services across all neighborhood facilities	<ul style="list-style-type: none"> Enhance existing network of neighborhood based facilities such as Neighborhood Service Centers (DHS), Community Enrichment Centers (CAA) and One Stop Centers (MDHA) Expand use of mobile units Continue providing care at primary care centers, introducing specialty services at neighborhood clinics Ensure distribution of resources and service delivery availability in areas of greatest need as identified by neighborhood indicators in social service documents such as the Social Services Master Plan 	<ul style="list-style-type: none"> 10% increase in utilization of services across all neighborhood facilities within three years
Improved community relations in Miami-Dade County	<ul style="list-style-type: none"> Develop, adopt and implement a comprehensive and coordinated plan for improving community relations (including educational programs, community events, programs for youth, and ensuring all communities have access to resources/services) Promote community relations activities to ensure greater participation 	<ul style="list-style-type: none"> 80 percent of residents and businesses satisfied with Miami-Dade County's efforts to improve community relations within 5 years

Neighborhood and Unincorporated Area Services

Mission Statement

“To provide efficient, accountable, accessible, and courteous neighborhood services that enhance quality of life and involve the community.”

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/ KEY PERFORMANCE INDICATOR(S)
Increased urban infill development and decreased urban sprawl (priority outcome)	<ul style="list-style-type: none"> ▪ Educate the community on the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas. ▪ Promote infill inside the urban development boundary, including promotion and cooperation with municipalities 	<ul style="list-style-type: none"> ▪ Two suitable locations per year identified for mixed-use development ▪ Number of new infill development and infill redevelopment projects per year <Target pending additional input from Planning Department>
Protection of viable agriculture and environmentally-sensitive lands (priority outcome)	<ul style="list-style-type: none"> ▪ Work with the agricultural industry and the community to review and revise policies and codes to maintain current viable agricultural and environmentally sensitive land 	<ul style="list-style-type: none"> ▪ No net loss of agricultural or environmentally sensitive lands
Improved community design (priority outcome)	<ul style="list-style-type: none"> ▪ Identify strategic areas and neighborhoods in need of improved urban design within each commission district ▪ Target better planning and urban design to these areas through charettes, integrated infrastructure development, and promotion of mixed-use developments ▪ Identify and promote areas with maximum potential for urban infill, including areas for increased density as appropriate ▪ Identify infrastructure needs in infill areas ▪ Prioritize recommended improvements to these areas ▪ Ensure that infrastructure improvements are implemented in compliance with these locally-developed plans ▪ Provide ongoing neighborhood assistance 	<ul style="list-style-type: none"> ▪ 80% of residents satisfied with urban planning and design in their neighborhoods ▪ 90% of residents satisfied with urban planning and design in neighborhoods with planned improvements in urban design

Strengthened bond between the community and Miami-Dade County government (priority outcome)	<ul style="list-style-type: none"> ▪ Establish listening posts and focus groups to obtain community input and feedback on relevant community issues and provide timely response to issues raised ▪ Expand the local community presence of the Board of County Commissioners and other local officials through outreach and technology 	<ul style="list-style-type: none"> ▪ 80% of residents satisfied with available mechanisms for community involvement
Improved community access to information and services (priority outcome)	<ul style="list-style-type: none"> ▪ Provide more information through the answer center and county web portal site ▪ Utilize the County's digital branding project to encourage the use of all county electronic channels 	<ul style="list-style-type: none"> ▪ 80% of residents satisfied with information delivery systems
Well-trained, customer-friendly County government workforce (priority outcome)	<ul style="list-style-type: none"> ▪ Enhance customer service training by expanding interagency training within county government and with federal and state agencies 	<ul style="list-style-type: none"> ▪ A quality rating of at least 4 out of 5 for employee customer service
Resident and business voluntary compliance with county codes (priority outcome)	<ul style="list-style-type: none"> ▪ Expand community education sessions (including citizens' academy, outreach sessions, etc.) ▪ Provide enhanced information with warning notices to facilitate compliance with tickets as well as knowledge and understanding to enhance compliance in the future ▪ Review and re-evaluate codes to ensure appropriate first actions for a code violation 	<ul style="list-style-type: none"> ▪ 80% of residents aware of critical knowledge factors of code compliance
Timely identification and remediation of nuisances, including unsafe structures (priority outcome)	<ul style="list-style-type: none"> ▪ Provide timely and consistent remediation services for nuisances ▪ Focus pro-active enforcement of unsafe structures in older areas of the county ▪ Utilize expedited process for demolition of residential structures under Chapter 17B of the existing code ▪ Establish a uniform integrated complaint system to avoid duplication of unsafe structure cases between departments 	<ul style="list-style-type: none"> ▪ 90% of unsafe structure cases opened during the last 24 months have been closed ▪ 80% of nuisances remediated within pre-defined timeframes
Consistent interpretation and application of enforcement practices	<ul style="list-style-type: none"> ▪ Develop and maintain educated code compliance staff ▪ Ensure adequate and equitable distribution of enforcement staffing and resources ▪ Periodically review code regulations 	<ul style="list-style-type: none"> ▪ 80% of customers satisfied with services provided in each district

Neighborhood and rights-of-way aesthetics that foster and enhance quality of life (priority outcome)	<ul style="list-style-type: none"> ▪ Enhance roadway and rights-of-way landscape maintenance by expanding to arterials and increasing the frequency of existing maintenance ▪ Incorporate native/drought-tolerant species in landscaping to facilitate future maintenance ▪ Increase public, private and partnership participation in adopting portions of the county roadways, natural areas, etc. ▪ Increase litter pick-up and removal between routine maintenance cycles ▪ Increase enforcement coordination among county departments to reduce illegal dumping and littering ▪ Pursue local and state incentives and other initiatives to reduce litter through recycling, biodegradable materials, etc. ▪ Educate the public to reduce litter and illegal dumping 	<ul style="list-style-type: none"> ▪ 90% of roadways and rights of way clean and well-maintained ▪ 80% of residents and visitors rating county neighborhoods as aesthetically pleasing
Timely repair and replacement of damaged property	<ul style="list-style-type: none"> ▪ Review, revise and enforce all landscape-related county code (landscape, roadway widths, medians, tree canopy, etc.) to enhance neighborhood beauty (consistent with safety, environmental regulations, etc.) ▪ Work with local communities to identify opportunities for beautification ▪ Ensure sufficient resources to meet demand for replacement of damaged property ▪ Improve the process to deploy replacement inventory in compliance with replacement time standards by type of property being replaced 	<ul style="list-style-type: none"> ▪ 80% compliance with replacement and repair time standards
Continuing supplies of quality drinking water to meet demand	<ul style="list-style-type: none"> ▪ Protect existing public water supply well and well fields ▪ Provide public education regarding water conservation and pollution control ▪ Evaluate and implement options to increase water availability (including reuse, aquifer storage and recovery, and other alternative water supply sources) ▪ Ensure that treatment and delivery meets or exceeds existing water standards 	<ul style="list-style-type: none"> ▪ 100% compliance with water quality standards ▪ Reduction in average water use per capita (WASD to provide current measure and target) ▪ Water and sewer infrastructure capacity that exceeds 102 percent of maximum daily flow for the preceding year ▪ Increase in the acreage retained or created to enhance aquifer recharge/water storage capacity (WASD to provide current measure and target)

Restoration of county construction project site areas to original conditions in a timely manner	<ul style="list-style-type: none"> ▪ Improve clean-up after county construction projects to reduce pollution 	<ul style="list-style-type: none"> ▪ 95% of county site areas restored to original condition within stated contract period
Preservation of wetlands and environmentally valuable uplands	<ul style="list-style-type: none"> ▪ Acquire and maintain environmentally endangered lands from willing sellers ▪ Provide incentives for landowners to preserve and maintain environmentally valuable land ▪ Regulate land use to minimize loss of wetlands and other environmentally important lands 	<ul style="list-style-type: none"> ▪ 95% acquisition of remaining 34,000+ acres of potentially available environmentally endangered lands by 2015
Reduced noise levels for residents within the vicinity of Miami-Dade Aviation Department airports	<ul style="list-style-type: none"> ▪ Evaluate and modify existing arrival and departure procedures ▪ Coordinate with land use planning efforts to maximize compatibility of surrounding land uses ▪ Do not increase the number of flight tracks over residential areas 	<ul style="list-style-type: none"> ▪ Reduction in the number of flight tracks over residential areas (MDAD to provide current measure and target)
Improved neighborhood roadways, sidewalks, drainage, and reduced flooding (priority outcome)	<ul style="list-style-type: none"> ▪ Develop inventory of existing roadway, sidewalk, and drainage maintenance needs ▪ Improve outreach efforts for timely identification of problem areas, including facilitation of identification of jurisdictional responsibilities ▪ Develop and implement process to inspect roadway, sidewalk, and drainage infrastructure for preventive maintenance ▪ Implement management information system to prioritize service requirements and to identify funding sources ▪ Allocate necessary resources to provide level-of-service desired by the public ▪ Enhance drainage systems pursuant to the storm water master plan and by increasing canal dredging, including secondary canals 	<ul style="list-style-type: none"> ▪ 80% of roadway, sidewalk, and drainage infrastructure surveyed in satisfactory condition ▪ Reduce by 75% the number of repetitive flood damage claims at the same location

<p>Reduction in sewage overflows and provision of sewage systems to unconnected commercial corridors</p> <p>Protection of water quality and improved water pressure</p>	<ul style="list-style-type: none"> ▪ Prioritize water and sewer improvements, including areas needing sewer service connections ▪ Educate the community on costs of the improvements ▪ Pursue funding for identified improvements, including alternative funding sources 	<ul style="list-style-type: none"> ▪ No reportable overflows resulting in warning letters from the Florida Department of Environmental Protection of the Miami-Dade County Department of Environmental Resource Management ▪ Reduction in response time for sewage system overflows (WASD to provide current measure and target) ▪ 100% of the water system primary distribution points maintained at least 20 lbs per square inch of pressure 100% of the time
<p>Improved public infrastructure level-of-service standards and policies</p>	<ul style="list-style-type: none"> ▪ Maintain a dialogue with residents and the development industry to identify strengths and weaknesses of existing level-of-service and impact fees standards and policies ▪ Improve land acquisition processes for public infrastructure ▪ Enhance coordination between impact fees and level-of-service infrastructure improvements ▪ Maximize communication between agencies involved in the process 	<ul style="list-style-type: none"> ▪ 100% compliance with level-of service standards contained in the CDMP ▪ 80% of residents satisfied with infrastructure level-of-service provided
<p>Integrated traffic calming in neighborhoods</p>	<ul style="list-style-type: none"> ▪ Review and enhance county standards to provide for traffic calming in new developments ▪ Analyze, revise and enforce laws for speeding in local neighborhoods 	<ul style="list-style-type: none"> ▪ 100% compliance with regulatory speeds on neighborhood roads
<p>Safe, comfortable and convenient pedestrian rights-of-way</p>	<ul style="list-style-type: none"> ▪ Develop pedestrian-friendly standards for sidewalks and other pedestrian rights-of-way ▪ Ensure safe pedestrian routes to schools ▪ Maximize safe pedestrian access to parks, government facilities and high traffic area 	<ul style="list-style-type: none"> ▪ 90% of residents satisfied with pedestrian rights-of-way in Miami-Dade County

Public Safety		
Mission Statement		
<i>“To provide a safe and secure community through coordinated efficient and effective professional, courteous public safety services.”</i>		
DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/ KEY PERFORMANCE INDICATOR(S)
<p>Public safety facilities and resources built and maintained to meet needs (priority outcome)</p> <p>Reduced response time (priority outcome)</p> <p>Reduced response time in agricultural areas (priority outcome)</p> <p>Reduction in property loss and destruction (priority outcome)</p>	<ul style="list-style-type: none"> Plan for and provide appropriate and necessary facilities to meet demand, including additional facilities in agricultural areas Offset loss of personnel due to the Deferred Retirement Option Program (DROP) and increase qualified applicants for recruitments by increasing contact with citizens and increasing advertising through various media Coordinate planning among and between public safety agencies to enhance the effectiveness of existing facilities and infrastructure plans Develop and implement an integrated public safety information technology plan Use computer-aided technology-enhanced dispatching and mobile computers on public safety vehicles with geographical positioning system capability to reduce response time Update existing 911 computer-aided-dispatching hardware and software including cellular call technology 	<ul style="list-style-type: none"> 80% of capital program improvement milestones met on schedule 5% reduction in police response time within 2 years Achievement of police response time of under 10 minutes 80% of the time in agricultural areas Within the Urban Development Boundary (UDB), from time dispatch receives life threatening calls from 911, reduce average fire rescue response time to arrive within 6 minutes 80 percent of the time Outside the UDB, from time dispatch receives life threatening calls from 911, reduce average fire rescue response time to arrive within 8 minutes 80 percent of the time 10% reduction in property loss rate 100% compliance with national standards for 911 located callers in the next 2 years

<p>Improved Homeland Security Preparedness (priority outcome)</p> <p>Expanded ability to shelter the public in response to large scale public emergency events</p>	<ul style="list-style-type: none"> ▪ Coordinate terrorism planning and preparedness ▪ Train and equip first responders for a terrorist attack ▪ Protect critical infrastructure including cyber infrastructure from acts of terrorism ▪ Continually maintain an inventory of all facilities in the County with the potential for dual use in providing emergency event shelter, including identification of required infrastructure upgrades ▪ Increase the number and capacity of shelters by establishing additional neighborhood shelters, including infrastructure upgrades required for dual use as an emergency event shelter 	<ul style="list-style-type: none"> ▪ Development of a comprehensive plan for homeland security ▪ Increased number of public emergency shelter spaces from 72, 000 to 82,000 in 3 years
<p>Easy and coordinated access to information by Departments and service delivery partners to promote more effective programs and results</p>	<ul style="list-style-type: none"> ▪ Enhance systems and technology for management reporting and to share information among agencies 	<ul style="list-style-type: none"> ▪ 90% of internal users and service delivery partners satisfied or very satisfied with information availability
<p>Strengthened Juvenile Assessment Center (priority outcome)</p>	<ul style="list-style-type: none"> ▪ Improve coordination and number of contacts with schools, recreation programs, etc. to educate youth on self worth and the consequences of negative behavior, focusing on programs with built-in evaluation measures or research-based measures of success ▪ Increase information availability regarding the Juvenile Assessment Center and available juvenile support services ▪ Increase access to information for juvenile treatment and assessment providers 	<ul style="list-style-type: none"> ▪ 10% reduction in juvenile crime rates ▪ <target pending> reduction in rate of re-institutionalization of offenders processed through the Juvenile Assessment Center
<p>Reduced number of people revolving through the court system/recidivism</p>	<ul style="list-style-type: none"> ▪ Provide programs and services targeted to reduce recidivism, including offender transitioning, drug-rehabilitation, mental health treatment facilities, etc. (Coordinate with Health and Human Services) 	<ul style="list-style-type: none"> ▪ 3% reduction in Murder, Robbery, Forcible Sex Offenses, Aggravated Assault, Burglary, Larceny, and Auto Theft crimes ▪ 5% reduction in rate of re-institutionalization

Reduced substance-abuse related incidents	<ul style="list-style-type: none"> ▪ Expand current anti-drug programs in schools and provide drug rehabilitation assistance/programs in targeted schools (Coordinate with Health and Human Services) ▪ Expand adult drug education program ▪ Enhance drug court program 	<ul style="list-style-type: none"> ▪ <Target pending> reduction in drug-related incidents
Quicker deployment of information to recover missing and abducted children and enhanced community awareness for prevention of child abuse and abduction	<ul style="list-style-type: none"> ▪ Expand education and outreach for prevention of child abuse ▪ Improve distribution of information/images regarding missing children 	<ul style="list-style-type: none"> ▪ 80% of residents aware of child identification program ▪ Deployment of information to major set of criteria-based pre-defined recipients within 60 minutes of a reported missing and abducted child
Professional and ethical public safety staff Minimal occurrence of public safety corruption incidents	<ul style="list-style-type: none"> ▪ Coordinate with Employee Relations Department to provide ethics training throughout public safety Departments on an ongoing basis ▪ Ensure close supervisory oversight to reduce incidents of public safety corruption ▪ Ensure that all Public Safety Departments are accredited 	<ul style="list-style-type: none"> ▪ 100% compliance with applicable accreditation standards, including ethics standards
Reduction in the use of lethal technology where appropriate	<ul style="list-style-type: none"> ▪ Update research and training on use of non-lethal technology 	<ul style="list-style-type: none"> ▪ Increase in the use of non-lethal technology over the next two years

Increased community awareness of information resources and involvement opportunities (priority outcome)	<ul style="list-style-type: none"> ▪ Continually solicit coordinated community input and feedback through public safety or Miami-Dade County outreach events and forums ▪ Determine and evaluate types of information desired by the public ▪ Review existing information forums to coordinate dissemination ▪ Enhance existing sources of information and input including web access, etc. ▪ Educate the public regarding existing and enhanced sources of information and input ▪ Enhance public access to information on individuals in custody of the public safety system ▪ Improve dissemination of information regarding victims rights and the court's processes 	<ul style="list-style-type: none"> ▪ 80% of community aware of available information sources ▪ Increase in amount of coordinated and formalized community input and feedback ▪ Increased level of community customer satisfaction with public safety services ▪ Within 3 to 5 years, 80% of community aware of resources for individuals in custody
Increased involvement of the community	<ul style="list-style-type: none"> ▪ Identify and match volunteers to appropriate opportunities ▪ Promote Community Oriented Policing concepts countywide ▪ Incorporate the services of the County's Community Relations Board with grass-root initiatives concerning public safety ▪ Increase involvement of Neighborhood Crime Watch groups 	<ul style="list-style-type: none"> ▪ 25% increase in the number of volunteers over 3 years
Resident and visitor safety awareness and preparedness for all segments of the community	<ul style="list-style-type: none"> ▪ Target fire and life safety programs to culturally diverse audiences by offering all programs in English, Spanish and Creole ▪ Maximize partnerships in community to perform outreach through billboards, advertisements, media to promote current services and educate public ▪ Provide Community Emergency Response Team training (CERT) for employees and the public, including terrorism response 	<ul style="list-style-type: none"> ▪ 80% of community aware of major safety prevention initiatives and approaches
Increased awareness of appropriate 911 usage	<ul style="list-style-type: none"> ▪ Improve community knowledge of 911 in concert with the implementation of the 311 Answer Center and through outreach education, including defining "emergency" versus "non-emergency" 	<ul style="list-style-type: none"> ▪ 5% reduction in the number of non-emergency calls dialed into the 911 system

Safer communities through planning, design, maintenance and enforcement	<ul style="list-style-type: none"> ▪ Coordinate with Building and Planning and Zoning Departments regarding community design as communities are planned (Coordinate with Neighborhood and Unincorporated Municipal Area Services) ▪ Work with communities and industry groups to improve designs to reduce crime ▪ Proactive calls by County employees for situations that need abatement 	<ul style="list-style-type: none"> ▪ 80% of new homes and developments developed using CPTED (Community Planning Through Environmental Design) standards within 10 years
Eradication of unwanted animals from public streets	<ul style="list-style-type: none"> ▪ Increase voluntary compliance with animal control regulations through education and canvassing initiatives and the promotion of low cost neutering, etc. ▪ Remove nuisance and dead animals from neighborhoods, including feral cats, dogs, etc. in a timely manner 	<ul style="list-style-type: none"> ▪ Five percent increase in the number of dogs licensed per year

Recreation and Culture		
<p style="text-align: center;">Mission Statement</p> <p style="text-align: center;"><i>“To develop, promote and preserve outstanding cultural, recreational, library, and natural experiences and opportunities for residents and visitors of this and future generations.”</i></p>		
DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/ KEY PERFORMANCE INDICATOR(S)
Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork (priority outcome)	<ul style="list-style-type: none"> ▪ Develop and implement comprehensive programs for improved maintenance of facilities, landscaped natural areas, and county-owned vacant lots (coordinate with Neighborhood and Unincorporated Area Municipal Services strategic area) ▪ Develop and implement comprehensive plans for improved security for cultural, recreational and library facilities 	<ul style="list-style-type: none"> ▪ Quality rating of at least 4 out of 5 by users, residents and visitors for cultural, recreational and library facilities and places
Available and high quality green space throughout the County (priority outcome)	<ul style="list-style-type: none"> ▪ Develop and implement comprehensive plan to preserve green and open space that is responsive to community needs 	<ul style="list-style-type: none"> ▪ 90 % of residents satisfied or very satisfied with availability of open/green space
More cultural, recreational and library programs and services available to address varied community interests (priority outcome)	<ul style="list-style-type: none"> ▪ Develop and implement a comprehensive and coordinated plan for existing and expanded programs and services ▪ Expand and promote technical assistance programs for organizations and artists seeking grants ▪ Periodically review the feasibility of recommendations and ideas to streamline the grants process further ▪ Continue to educate partner organizations regarding the availability of other public and private funding sources 	<ul style="list-style-type: none"> ▪ 90 % of residents and visitors satisfied or very satisfied with programs and services provided by the County within 5 years ▪ 90% of organizations and artists satisfied or very satisfied with the County grant application process

Coordination of existing cultural, recreational and library programs and services and comprehensive development of new experiences and opportunities (priority outcome)	<ul style="list-style-type: none"> ▪ Maximize coordination of County cultural, recreational and library programs and services through joint training, program development, etc. 	<ul style="list-style-type: none"> ▪ Minimum of 2 cultural, recreational and libraries collaboration projects per year
Quality customer service at all recreational, cultural and library facilities (priority outcome)	<ul style="list-style-type: none"> ▪ Enhance customer service training and professional development opportunities for all cultural, recreational and library employees 	
Recreational, cultural and library facilities located where needed throughout the County (priority outcome)	<ul style="list-style-type: none"> ▪ Prepare and maintain ongoing, regular assessments of community needs and desires regarding facilities ▪ Assess underutilized facilities across all County departments and outside of County government for cultural, recreational and library programs and services (e.g., school facilities) ▪ Develop and maintain capital plan reflecting the community's needs and desires ▪ Improve and build facilities in concert with needs and desires 	<ul style="list-style-type: none"> ▪ 90 % of residents satisfied or very satisfied with availability of facilities within 5 years
Reduction in unmet needs (priority outcomes)	<ul style="list-style-type: none"> ▪ Continue to pursue additional funding to strengthen and enhance programs ▪ Continue to cooperate with cities to establish municipal art councils to dedicate more funding and services to local cultural development ▪ Advocate for increased leadership, funding and program development at the State and Federal levels ▪ Work with community grass roots efforts to develop general obligation bond program, including enhanced community awareness and development of a community-based capital plan ▪ Pursue dedicated funding sources while maximizing funding levels from existing sources ▪ Pursue resources to strengthen and create endowment funds within cultural organizations ▪ Develop and strengthen partnerships with non-profit entities, private sector partners and volunteer groups ▪ Pursue corporate sponsorships and other forms of corporate support ▪ Diversify earned revenues 	<ul style="list-style-type: none"> ▪ 25% reduction in unfunded needs over a 2 – 5 year timeframe ▪ Increases in dollars available through all sources of funding, including existing and new sources

<p>Expanded awareness of and access to cultural, recreational and library programs and services (priority outcome)</p>	<ul style="list-style-type: none"> ▪ Expand partnerships with major civic organizations to promote the quality and diversity of the cultural community as a primary, key community image development strategy ▪ Redesign and expand county websites to provide one stop access to cultural, recreational and library activities and organizations ▪ Use existing high access county facilities/venues to provide information on all cultural, recreational and library services and programs ▪ Provide coordinated public transportation to cultural, recreational and library events and facilities (Coordinate with Transportation Strategic Area) ▪ Strengthen, fund and coordinate cultural, recreational and library marketing plans including proactively engaging the media locally, nationally and internationally ▪ Enhance convenience and availability of existing facilities and programs 	<ul style="list-style-type: none"> ▪ Increase attendance at recreational, cultural and library facilities, programs and services (Current measures and targets pending from Parks, museums, etc.) ▪ 90% of residents and visitors familiar with existing means of information dissemination regarding recreational, cultural and library facilities, programs and services over 5 years ▪ 90% of those accessing information satisfied or very satisfied with information provided regarding cultural, recreational and library programs and services over 5 years
<p>Increased availability of and participation in life-long learning programs for artists, program developers and the public</p>	<ul style="list-style-type: none"> ▪ Work with Miami-Dade County Public Schools and other educational institutions to develop joint, complementary educational programs 	<ul style="list-style-type: none"> ▪ Increase the number of collaborative programs and participants with educational institutions (Pending current measure and target) ▪ 90% of program participants satisfied or very satisfied with availability of quality life-long learning programs in five years (Pending current measure)

Transportation		
<p style="text-align: center;">Mission Statement</p> <p style="text-align: center;"><i>“To provide a seamless, efficient, intermodal transportation system that enhances mobility throughout our neighborhoods and region, and expedites domestic and international commerce.”</i></p>		
DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/ KEY PERFORMANCE INDICATOR(S)
More integrated land-use development to decrease dependence on automobiles (priority outcome)	<ul style="list-style-type: none"> ▪ Develop formalized processes and structures including development incentives to encourage higher-density, mixed use and transit-oriented development at or near existing and future transit stations and corridors. (Coordinate with Neighborhood and Unincorporated Area Municipal Services Strategic Area) ▪ Develop and implement new and innovative incentive plans to reduce automobile usage 	<ul style="list-style-type: none"> ▪ Increase in percentage of transit trips taken at and near transit stations at least 80 percent commensurate with increases in transit levels
Improved level-of-service on major roadway corridors (priority outcome)	<ul style="list-style-type: none"> ▪ Expand existing carpool and vanpool programs ▪ Encourage employer-based transit subsidy programs 	<ul style="list-style-type: none"> ▪ Decrease 24-hour volume-to-capacity ratios on major highways as follows: <ul style="list-style-type: none"> ○ I-95 0.87 ○ US1 0.95 ○ SR 826 0.99 ○ SR 836/I-395 0.99
Increased vehicle occupancy	<ul style="list-style-type: none"> ▪ Identify and evaluate alternative exclusive right-of-way corridors and modes 	<ul style="list-style-type: none"> ▪ Increase average work trip vehicle occupancy from an estimated 1.09 persons per vehicle to 1.12 persons per vehicle

Minimum wait time for transit passengers (priority outcome)	<ul style="list-style-type: none"> ▪ Increase fleet size for both bus and rail ▪ Recruit and train personnel ▪ Work with the community to review and revise routes and schedules and coordinate routes at major transfer points for optimal connections 	<ul style="list-style-type: none"> ▪ Within 3 to 5 years, achieve the following minimum headways for all transit service provided by the County: <ul style="list-style-type: none"> ▪ No more than 15 minutes peak bus service and 30 minutes non-peak bus service ▪ No more than 6 minutes peak rail service and 15 minutes non-peak rail service ▪ No more than 1 hour for night owl bus service ▪ Implementation of 24 hour bus and rail operations
<p>Convenient, clean transit passenger facilities and vehicles (priority outcome)</p> <p>Improved accessibility to transit facilities and bus stops (priority outcome)</p>	<ul style="list-style-type: none"> ▪ Provide additional amenities for passengers, including bathrooms, concessions, etc. ▪ Review and revise facility and vehicle cleaning programs, supervision and quality measures ▪ Expand and improve bus shelter programs, including bus shelter design ▪ Continue implementation of joint development programs ▪ Improve access to stations and bus stops for pedestrians, bicyclists and people with disabilities ▪ Increase park and ride availability ▪ Improve existing, and design new transit facilities to offer increased protection of passengers from the elements 	<ul style="list-style-type: none"> ▪ Increase in passenger satisfaction with vehicles and facility cleanliness and comfort from 75% of customers mostly satisfied or very satisfied to 95% within 2 years
Safe and reliable transit facilities and transit vehicles (priority outcome)	<ul style="list-style-type: none"> ▪ Replace and rehabilitate vehicles systematically ▪ Improve material management systems to make parts available for timely repairs ▪ Use available technologies for automated scheduling and monitoring of maintenance ▪ Increase maintenance capacity in locations that reduce deadhead time (facilities, personnel, etc.) ▪ Enhance existing transit service monitoring system 	<ul style="list-style-type: none"> ▪ Improvement in rate of schedule adherence from 97% and 71% in FY 2002 to 99% and 85% for rail and bus service respectively, by 2004 ▪ Decrease in rate of missed trips to less than 0.1 percent for all County transit service within 2 years

Optimum signalized traffic flow	<ul style="list-style-type: none"> ▪ Upgrade computerized traffic signalization system to handle all signals countywide ▪ Conduct regular, systematic field reviews and evaluations of all traffic signals and intersections over time to improve traffic signalization and traffic signal model calibration and identify areas in need of traffic enforcement for referral to the Police Department ▪ Improve response and repair time for traffic signal trouble calls ▪ Pursue innovative approaches to minimizing traffic signal downtime 	<ul style="list-style-type: none"> ▪ 99% of all traffic signals operational in five years ▪ 99% of all operating traffic signals synchronized and optimized in five years
Dramatic improvement in the level of bus service (priority outcome)	<ul style="list-style-type: none"> ▪ Implement bus service improvements identified in the People's Transportation Plan ▪ Implement a grid system for north-south and east-west corridors for major streets and avenues with circulator services feeding main bus and rapid transit lines ▪ Enhance existing and develop new transit hubs through planning coordination, joint development, and development incentives (Coordinate with Neighborhood and Unincorporated Area Municipal Services) ▪ Streamline bus procurement process to increase the bus fleet from 700 to 1335 buses in the next 5 years ▪ Expand usage of smaller (less than 31 feet), neighborhood friendly buses ▪ Expand training programs for additional bus operators and mechanics ▪ Expand on successful municipal circulator programs 	<ul style="list-style-type: none"> ▪ Increase in bus service miles from 27 million to 44 million miles in five years ▪ Increase in bus operating hours from 1.9 million hours to 3.3 million hours over five years ▪ Increase in daily bus boardings from 240,000 to 400,000 within five years (Miami-Dade Transit to provide target)
Expanded rapid transit service along all major corridors (priority outcome)	<ul style="list-style-type: none"> ▪ Maximize leveraging of local funding to obtain federal, state and non-traditional funding ▪ Provide a program of rapid transit projects within the Long Range Transportation Plan framework as driven by the People's Transportation Plan ▪ Identify and examine potential use of existing highway rights of way for transit and potential alternative uses for existing and abandoned rail corridors and integrate, where possible, into existing transportation corridor studies ▪ Advance right-of-way acquisition for rapid transit corridors 	<ul style="list-style-type: none"> ▪ 100% achievement of all major milestone timelines in the Peoples Transportation Plan
Effective management and oversight of dedicated transit funds (priority outcome)	<ul style="list-style-type: none"> ▪ Implement management structure for administration of transit funds and development projects ▪ Establish the Citizens' Independent Transportation Trust to oversee ongoing management of transit funds 	<ul style="list-style-type: none"> ▪ 90% of the community satisfied or very satisfied with the implementation of the People's Transportation Plan
Increased public	<ul style="list-style-type: none"> ▪ Continue public involvement activities, including meetings, websites, public 	<ul style="list-style-type: none"> ▪ Increased daily bus and rail

knowledge and understanding of public transportation alternatives and benefits	<ul style="list-style-type: none"> service announcements, and Maps-By-Mail Advertise and promote new and improved services Pursue innovative strategies for public involvement 	<p>boardings from 50,000 and 240,000 to 60,000 and 300,000, respectively, within 3 years</p> <ul style="list-style-type: none"> 90% of customers aware of key items related to services available and benefits of public transportation
Improved customer access to transit trip planning information	<ul style="list-style-type: none"> Develop automated multi-modal information thru various media such as electronic kiosks Implement regional customer information network 	<ul style="list-style-type: none"> Increased number of visitors to County transit websites (Miami-Dade Transit to provide target) 85% of community mostly satisfied or very satisfied with transit trip information availability
Clear and informative transit and transportation signage	<ul style="list-style-type: none"> Plan and implement comprehensive signage for all transit facilities, including: <ul style="list-style-type: none"> Review and revision of criteria and standards for signage Compliance with the American Disabilities Act Use of automated signs Implementation of transit signage plan Coordinate with all transportation entities to review and revise, as appropriate, standards for highway and arterial road signage placement 	<ul style="list-style-type: none"> 100% compliance with signage criteria at transit facilities and within transit vehicles 85% of community mostly satisfied or very satisfied with transportation signage overall Increase in the percentage of the community mostly satisfied or very satisfied with transit signage from 85% to 95%

Improved transportation connectivity for inter-county movements	<ul style="list-style-type: none"> ▪ Enhance coordination between the Regional Transit Organization (RTO), Metropolitan Planning Organizations (MPOs) in the region and Transit operating entities ▪ Support funding source for regional projects ▪ Coordinate fare policies, fare media and information dissemination between all transit entities in the region ▪ Develop equitable resource allocation measures, increase public awareness and solicit public input into the decision-making process 	<ul style="list-style-type: none"> ▪ 100% increase in transit usage for inter-county travel in 3 years
Seamless movement of people, baggage and cargo between Seaport and Airport (priority outcome)	<ul style="list-style-type: none"> ▪ Coordinate efforts to relieve bottlenecks for passengers moving on/off or between ports ▪ Work in close concert with industries and regulatory agencies to re-evaluate the feasibility of the Airport and Seaport East-West Corridor connection 	<ul style="list-style-type: none"> ▪ Improved passenger satisfaction with travel between ports (Current measure not available)
Enhanced customer service, convenience, and security at every level of contact with the ports (priority outcome)	<ul style="list-style-type: none"> ▪ Plan, design and construct passenger parking garages sufficient to meet demand ▪ Plan, design and construct traffic circulation improvements to provide safer and faster access to destinations ▪ Plan, design and construct more customer-friendly terminals ▪ Ensure compliance with Homeland Security requirements 	<ul style="list-style-type: none"> ▪ Improved national customer satisfaction ranking for the airport to one of the top ten ranked airports for passenger satisfaction by 2007
Meet existing and future demand levels for passengers and cargo at the ports	<ul style="list-style-type: none"> ▪ Implement existing capital improvement plans at both ports on schedule ▪ Find innovative solutions for future cargo and intermodal facilities to serve the airport and seaport 	<ul style="list-style-type: none"> ▪ 100% compliance with Homeland Security requirements ▪ Increase in the number of seaport parking spaces of 3,600 more spaces by 2010 ▪ 80% of capital improvement project milestones completed on schedule